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8 May 1967

MEMORANDUM FOR: Director of Training

FROM : Chief, Career Training Program

SUBJECT : Inspector General's Survey of the Career Training Program, April 1967

Summarized in the following paragraphs are my immediate reactions to Inspector General's observations and recommendations concerning the Program. Additional comments on certain points will be submitted after further study. As a generalization, I am pleased with the constructive tenor of the report and its conclusion that the Program is a success.

P. 12, Rec. #1. Concur; we stand ready to assist in the revision.

P. 13, para. 4ff; p. 16, Rec. #2. I agree with the objective, namely to improve the counseling function, but only in part with the reasons given as to why it is weak, and not with the specific actions recommended to improve it. What the CT wants most is reliable information about what lies ahead for him, particularly the training he will get, the nature and timing of his permanent assignment, and what he may expect in the way of career advancement. The constant process of change which has affected the Program for almost three years has made it well-nigh impossible for any counselor, CT Staff or otherwise, to provide more than temporary or generalized guidance on these matters. We recognize this weakness in the Program and feel that one of the most helpful improvements would be simply more time for informal communication with trainees. A Program Officer/CT ratio of about 1 to 45 makes this very difficult. I question whether the specific actions recommended would help, and there is the danger that they might weaken the counseling function further by diffusing responsibility and bringing too many voices into the act. More specifically:

a. We place three classes of DDI CT's per year, numbering 15 to 20 each, and the placement negotiations for each class are handled by a single officer. The DDI is not a single Career Service area but contains several, each with widely varying requirements and multiple assignment possibilities, and we have found through experience that personalized placement is advantageous to all concerned. Centralizing the procedure in the Admin. Staff might save nine or ten man-days per year of CT Staff time but we would lose in opportunities for individual counseling and in the very beneficial working-level exchange which we now have with the

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Excluded from automatic
downgrading and
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receiving Offices. Present placement procedures are working well; to change them as recommended might gain an insignificant time saving but in my opinion would result in a net qualitative loss in the Program.

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b. [REDACTED] instructors, by virtue of their CS orientation and their training function, are particularly qualified to provide two valuable aspects of counseling to CT's at [REDACTED]: information about the CS career; and advice to individuals about their aptitude and suitability for it. This they are doing very well and I question the wisdom of asking them to take on general Agency career and administrative counseling. The better answer lies in the action already being taken to have Program Officers spend more time with CT's at [REDACTED]

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c. This point is somewhat irrelevant to the counseling function. An earlier career decision would be helpful in some cases and in others might be considered premature or arbitrary. One of the objectives of the initial training period is to provide information, for the individual and the organization, on which to base a meaningful career direction decision. To speed up the process is to run the risk of falling into the "quota system" trap.

d. I agree that it would be generally desirable to have experienced ex-CT's to serve as Program Officers. They would not necessarily be better counselors, however, by virtue of having been through the Program in past years. Interest in and aptitude for our work are the determining factors; a "simpatico" attitude may mean much more than technical competence.

In summary, I think weakness in the counseling function is a direct reflection of the fact that there are too few of us in relation to the many CT's. Two more Program Officers would be the most helpful immediate solution.

P. 20, Rec. #3. Concur.

P. 21, Rec. #4. Concur.

P. 22, Rec. #5. Concur.

P. 23, Rec. #6. Concur in principle; will provide summaries about the composition of classes henceforth, but do not favor disseminating biographic data outside the Headquarters area.

P. 25, Rec. #7. This merely avoids the problem. When agreement has been reached on other actions recommended, specifically the starting salaries for CT's and the length of their training, then we will offer a proposal on promotion policy.

P. 28, Rec. #8. Concur. Action is currently under way.

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P. 30, Rec. #9. Concur.

P. 31, Rec. #10. I am surprised to see this recommendation because such data exists; I do not recall that we were asked to produce it. I concur, nevertheless, and will see that statistics are maintained on a current basis.

P. 34, Recs. #11 & 12. Already accomplished.

P. 41, Rec. #13. Do not concur, because there is no showing that a problem exists. We already find out a good deal about wives through interviewing and investigative procedures and I believe further steps would be not only difficult but probably unnecessary.

Pps. 47-48, Recs. #14 & 15. Concur. I am not aware of any particular weaknesses here, but if there is a problem I am in favor of correcting it.

P. 51, Rec. #16. Concur in principle. Interim assignments in future will occur prior to the beginning of training and will vary in length. We will handle according to the circumstances in each case.

P. 62, Rec. #17. Do not concur.

P. 64, Rec. #18. Concur. Done

P. 66, Rec. #19. Concur, except for time span prescribed.

P. 69, Rec. #20. Concur.

P. 70, Rec. #21. Already being done.

P. 76, Rec. #22. Concur.

P. 78, Rec. #23. Already done.

P. 80, Rec. #24. Concur.

P. 83, Rec. #25. Concur.

P. 86, Rec. #26. Concur.

P. 87, Rec. #27. Concur in principle but object to arbitrary time periods recommended.

P. 90, Rec. #28. Concur in principle, but do not consider it necessary to establish such a function in this form or with quite such an extensive charter. In any case I believe the coordinating role should be carried on in the context of and in a close and continuing relationship with the overall CT Program.

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P. 92, Rec. #29. Do not concur; there is no practical justification for such a role.

P. 93, Rec. #30. Concur in principle with the desirability of the objective, but the method of its achievement should be left to DTR.

P. 97, Rec. #31. Concur.

Pps. 99-101, "Attrition." There are two or three figures in this section which I question and I am currently checking the sources. I will have more to say on this after further study.

P. 105, Rec. #32. Concur.

P. 106-7, "Promotions." As noted in relation to Rec. #7, above, we wish to suggest a revision in promotion policy in due course.

P. 108, Rec. #33. Concur.



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